Happy Customer Guide

How to make feedback work for your customer support team

surveypal

Feedback Solution for Support Teams

Introduction

We believe that Customer Service organizations are worth more than plain and generic surveys that generates close to none value to Customer Service Manger, Front-line agent and End customer.

Many times we see organizations measuring, but not really utilizing the full potential of the measurement in order to truly gain value out of it. We wrote this whitepaper, so you'll be able to tackle the obstacles between you and effective CX measurement and multiple the value you are now gaining through the current setup.

In this whitepaper we are going to talk about CX measurement, but as you probably know, usually only measuring is not enough. That's why we have added two A's alongside measuring: **analyzing and acting**. These main topics are divided into smaller subtopics including learnings, ideas, identified best practices and inventions we have gathered during the almost a decade we've been helping Customer Service organizations to transform their CX measurement.

One thing I can promise my dear friend – you'll get at least one new idea from this whitepaper, ready to be utilized if not today, then already tomorrow.

We hope that you will enjoy this whitepaper!

Team Surveypal

Measure

In great feedback models all measurement activities have an objective and meaning. Giving feedback is an enjoyable experience and close to the interaction touchpoint.

They also respect the customer or employee. Feedback is accessible to all levels of the organization and relevant KPIs are monitored actively.

Feedback prompts action in the organization and is a source, how to develop operations. From a daily activity point of view, feedback management not only improves operations, but drives the service culture and culture of the workplace. Positive feedback is utilized as a tool to boost and enforce wanted behavior.

No feedback model is perfect and can change over time. Key take-away is to collect feedback at right times, places, and with a set of right questions. Let's call them the "Three Rs" of feedback that allow you to win over the disgruntled. Every feedback model is modified for individual companies, their industry and end customer –whether B2B or B2C. Feedback management is aligned to company objectives, operations and culture. Feedback models give direction for development and allow continuous learning; models are adjusted when needed. When improvements are made in the feedback process and feedback models are in place with technology, increases in customer experience is the outcome.

Response experience is the real deal

Let's cut the chase, survey fatigue is ubiquitous among everybody and surveys with a poor look-and-feel can ruin a perfectly good brand or service experience.

Bringing company brand into the survey is the thing, but good looks or spot-on content do not save you, if the timing is off.

Good news is that response rates can be increased. However, it takes work and requires an agile feedback model and a great response experience. When the response experience is built on respect, convenience, clarity, timeliness, you have a chance to earn the time from the customer and their honest feedback.

Sometimes good-looking links to the survey, or an attractive title or short motivating invitation can make the difference. Other times an ability to already answer the first question in email can deliver the sought response experience.

Mediocre feedback models produce mediocre results. Spending time in the planning of the feedback process and response experience pays off. Organizations can enjoy the increase in response rates and happier customers.

Creating surveys – **what to ask?**

Next, we are going to go through what types of questions can and should be asked and considered, and what is the ideal number of questions in a survey.

Understanding what to ask should always follow organizational requirements and goals. Goals can pertain to service level, product performance, brand awareness, or any other development area or benchmark. Requirements follow relevance to key stakeholders in the organization (top mgmt., functional managers, team leaders, etc.) and business industry features (B2B, B2C or healthcare, retail, etc.).

It is important therefore to ask different questions serving different purposes. With Surveypal these customized KPIs are possible and recommended.

Good survey question types can be categorized into targeted questions, open feedback and industry benchmark questions. These question types are gone through more in detail later in this chapter.

The onion model illustrates the relationships between survey question types, number of questions asked and how it can be perceived by the respondent.

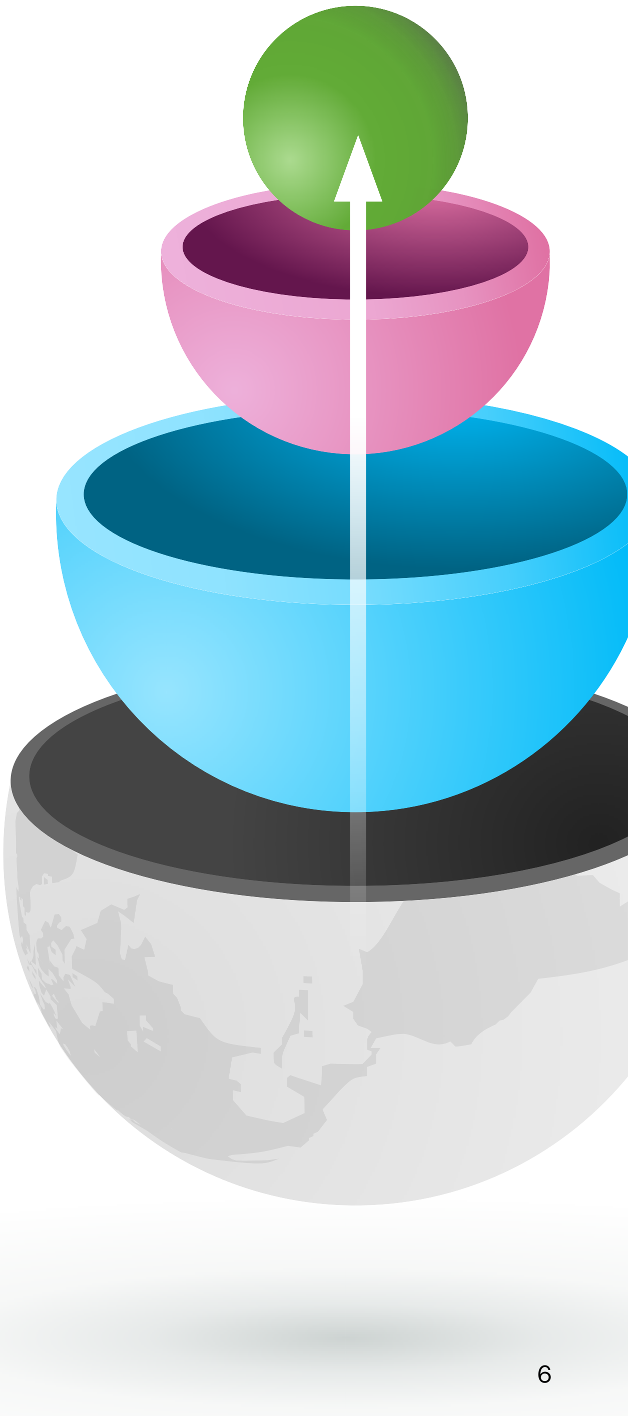
The layer model

Index question
Such as NPS, CSAT or CES

Reason question
Which aspects of our service or process affected to the given score?

Strategic Question
Relevant and targeted feedback in different touchpoints

Open feedback
How can we develop our service or operations?

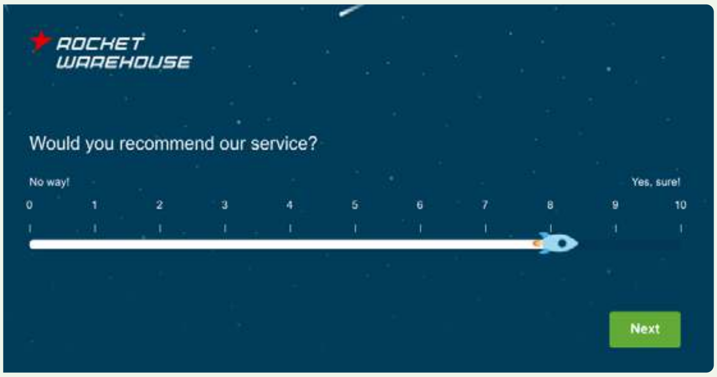


Using the layer model, start always from the core and the add extra layers as needed. You can design the layers freely, but we've noticed that planets with too many layers aren't that popular among space travelers. From two to five layers leads usually to best habitability.

Layer model survey example

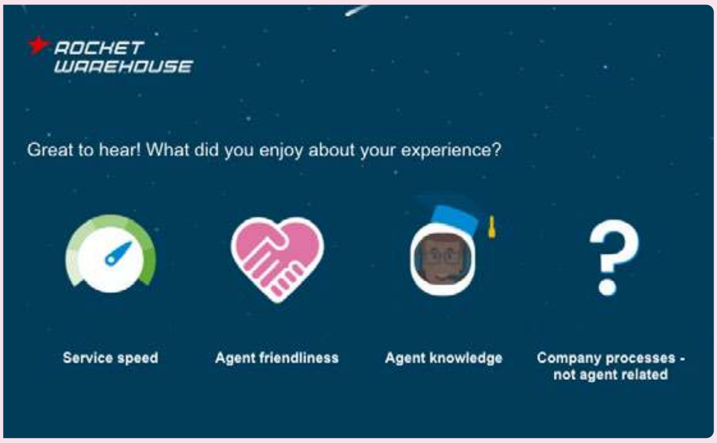
1

Index question



2

Reason question

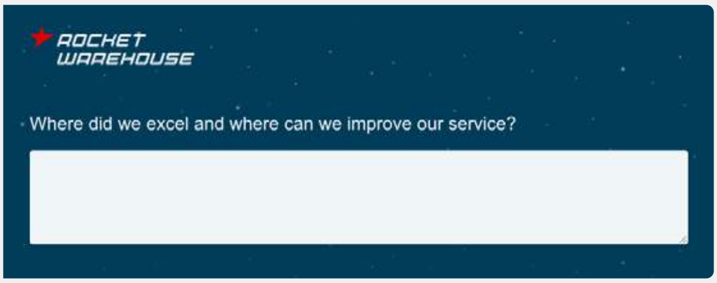


3

Strategic question

4

Open question

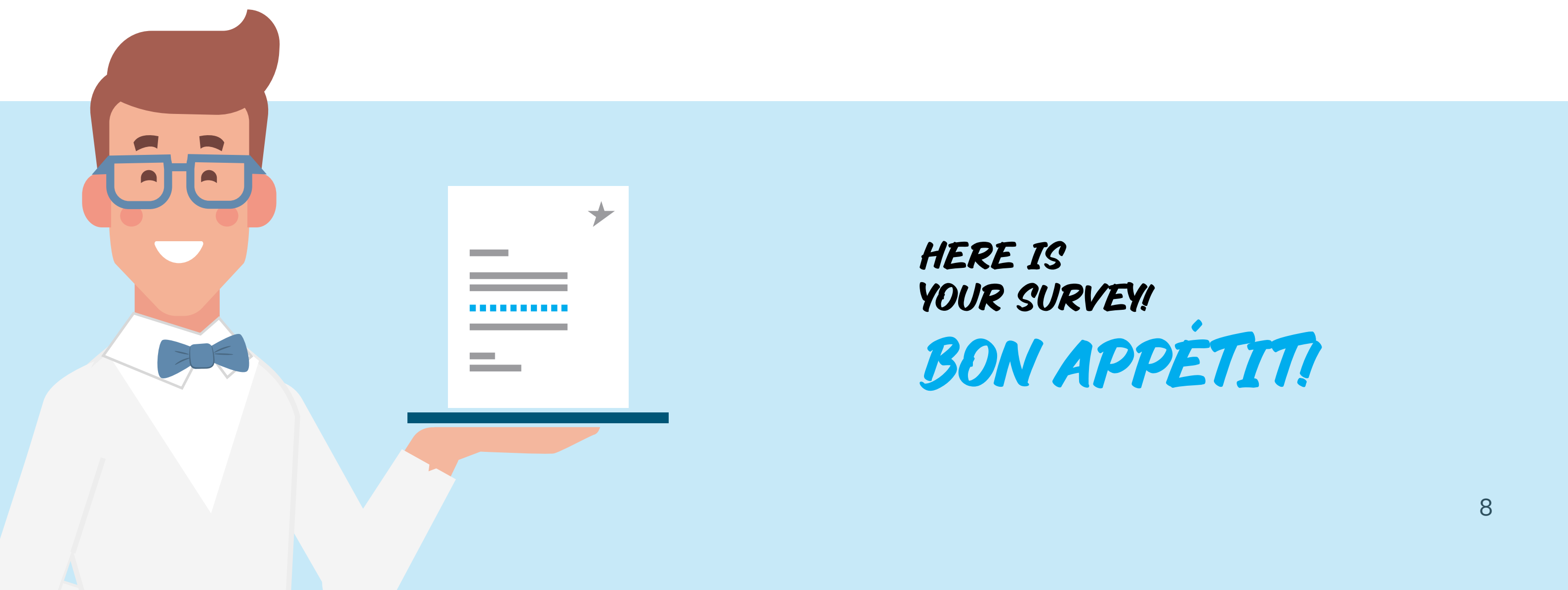


How to make good survey intro for different Customer Service channels

A survey invitation can have a significant impact on what impression you make with your client when you start a feedback conversation with them. Many do not know that a good survey invitation will drive better opening and response rates compared to the actual content of the survey itself. Better intro, better results!

Remember not to overestimate your customer when it comes to giving you feedback. They are not likely to be that interested in what is going on in your company or answering your surveys even less. The attention spans and decision impulses of people today make it difficult to win over their time to answer your customer feedback requests – regardless of their merit or value. Do not lose the battle on how people use their time and win them over with great intros. Drive conciseness, clarity, personalization, and humanization – and see the difference yourself.

Next you will find out how to serve survey invitations for different customer service channels:



How to make good survey intro for different Customer Service channels

Email invitation survey introduction

Make your email survey invitation stand out. Most of us receive a large chunk of emails daily so you need to make sure you are seen. To make that happen, perfect your email subject line – that is seen first. Then follow up with the message body and embed the first survey question in the email. Other way to drive attention and responses is to personalize the email invitation including the name of the person receiving it. And what about highlighting your agent in the email invitation? Humanize your message by using the name or picture of your Frontline agent.

What is a good survey email invitation subject line?

The more effort you put into your email subject line the better results you will get. Easiest way to drive away potential survey respondents is to include any of these key words or phrases: "Survey" and "Research"

In our experience concise questions work our great, such as:

How did we do today?
How did we succeed?
How was your experience with our customer service?

The more engaging, individual, and relevant the subject line questions to the actual experience of the end-customer, the better it works.

Through our A/B testing, adding the agent name will achieve even better results in terms of opening and responding to your email survey invitation:

How was your interaction with Sebastian?
How did Louis help you?
How did Mary succeed?

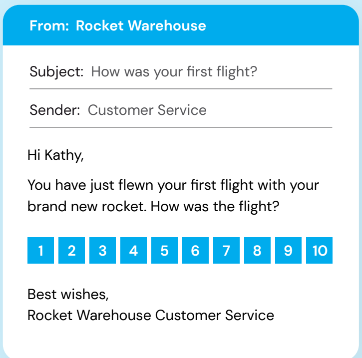
The body of the invitation

Expecting your customers to read your long reasonings and stories of why they should give you feedback is doomed to fail. Short messages are powerful, because people only spend only a few moments on your message to scan what they are seeing. If it is long, trite, and full of text, that book will stay on the shelf.

Bad examples can be found below:

Dear customer, we want to develop our operations and your feedback is important to us... It only takes 5 min to respond to the survey... The survey is open until December...

Here is an example:



From: Rocket Warehouse

Subject: How was your first flight?

Sender: Customer Service

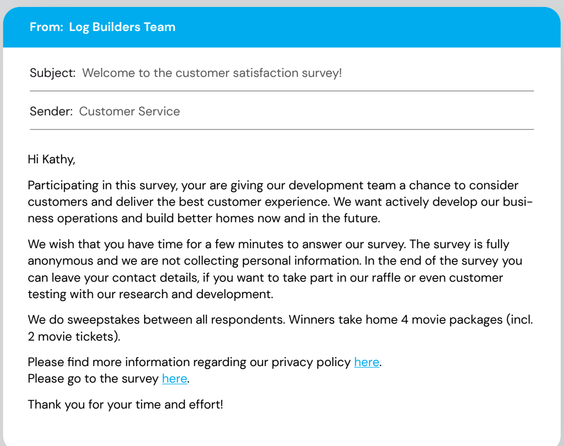
Hi Kathy,

You have just flewn your first flight with your brand new rocket. How was the flight?

1 2 3 4 5 6 7 8 9 10

Best wishes,
Rocket Warehouse Customer Service

Compare the above with a more traditional and lengthier example of a survey email invitation below. We bet you notice the difference.



From: Log Builders Team

Subject: Welcome to the customer satisfaction survey!

Sender: Customer Service

Hi Kathy,

Participating in this survey, your are giving our development team a chance to consider customers and deliver the best customer experience. We want actively develop our business operations and build better homes now and in the future.

We wish that you have time for a few minutes to answer our survey. The survey is fully anonymous and we are not collecting personal information. In the end of the survey you can leave your contact details, if you want to take part in our raffle or even customer testing with our research and development.

We do sweepstakes between all respondents. Winners take home 4 movie packages (incl. 2 movie tickets).

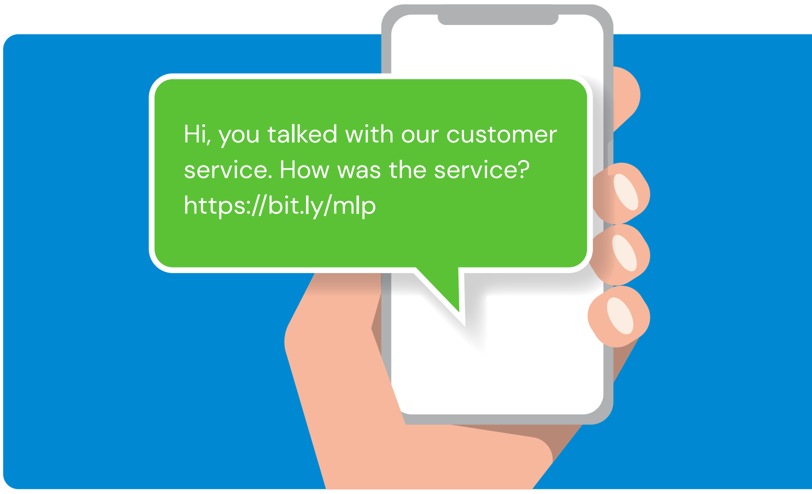
Please find more information regarding our privacy policy here.
Please go to the survey here.

Thank you for your time and effort!

What SMS survey invitations work best?

Customer service on the phone channel is common. The most effective way to measure experience is to send an SMS survey invitation right after hanging up. The SMS format has its restrictions on the number of characters which leads to shortened text communication. This works to our advantage.

As discussed, shorter messages work out better and the case verdict is the same for SMS. Through A/B testing, we have discovered that even messages with less than 80 characters outperform the ones with 120 characters. See the example on the right.



Produce two different example messages for your SMS survey invitation. Test which one works better. You will quickly notice that shorter messages will get more clicks and feedback responses. Personalizing and humanizing the message is also powerful with the names of the customer and the customer service agent. This can be done easily by using background information (metadata) which is projected in the SMS message.

How do you serve a chat survey?

When it comes to surveys after chat interactions, the best invitation is no invitation at all. When either the customer or service agent ends the chat, it is good to ask for feedback right away with your first question. That is enough of an introduction and a suitable invitation.

Please still tell us how did we do today in your experience based on the service?

The perfect situation is that the feedback conversation takes place in the chat window or widget itself. You can also project the survey automatically as a pop-up. If the above is not possible, and a survey link is necessary – then we recommend doing a small survey introduction.

Social media surveys?

Social media is a different world, or is it? With surveys, just continue the conversation. No intros and invitations needed, just ask directly:

> Would you recommend our service based on this conversation (on a scale 0 – 10)?

Support pages?

The self-support channel is also a great place to ask for customer feedback. As with chat and social media, skip the intro and invitation - and go ahead and ask directly:

> Was this article helpful?
>
> 1 2 3 4 5 6 7 8 9 10

Quick Tips

5 **Emphasize** your brand in Survey visuals

4 **Pre-selected** icons

Creating icon answer options will allow your respondents to provide feedback on the different aspects of their overall experience in a matter of seconds and with very little effort.

3 **Embed the first question** to the e-mail message

2 **Personalize** the message (include Agent name etc.)

1 **Redirect** your happy customers to Google reviews, Facebook reviews, Trustpilot

Analyze

Collecting data without a greater purpose or insight, leads nowhere.

It is like trying to carry water in a sieve or trying to rearrange the deck seats on the Titanic. Leading the organization with customer centricity is not only thinking about the customer and asking the right questions at the right times. It is using the customer feedback data to support decision-making, to develop operations, empower employees and to lead the organization forward with customer experience.

Great real-time reporting gives management an opportunity to have eyes on the field and make changes on the run. Waiting for some specified time and place to analyze and present feedback results, like a yearly customer satisfaction score average, is not ubiquitous with modern competitive firms. Top performers do not rely on annual CSAT pronouncements. They take advantage of the continuous customer feedback collection and reporting to drive strategic goals throughout the year.

Operative managers see the benefit in feedback that is close to the interaction point. They use it for extensively whether developing operations or their employees. When the feedback reporting drills down to individual teams and agents, supervisors see the emerging trends and in time historical trends. This insight improves their ability to set realistic business targets for the team or teams, or individuals.

It is clear, that business have different types of customer relationships, transactions and volumes. Industries differ, and cultures vary. However, tapping into the trends and KPIs – relating to the customers, suppliers and employee -is never redundant when used to supportstrategic goals and lead operations in the 21st Century Global Marketplace.

List of dimensions you may want to base your analysis on

Dimension	Why?
Agent	Recognize the agents who needs most support and the ones who can share their knowledge and best practices to others.
Team	Understand the strengths and development points of individual teams. Follow the team targets.
Channel	Understand which channels are succeeding and which not. Stream the development resources to right places and learn what you can optimize in different channels.
Contact reason	What kind of contact reasons are easy to solve for us and where is most room for improvement?
Waiting time	Understand the effect of long or short waiting time for your customer experience.
Contact length	Balance between customer experience and operational costs.
% of re-opened tickets	Is the ticket really solved when it is submitted as solved? The dimension has its effect on customer experience and customer service operational effectiveness, meaning basically costs.
First Contact Resolution (FCR)	Customers view on resolving the issue. Organizations with high FCR tends to have better satisfaction scores and lower costs.
NPS Sentiment	Promoters, neutrals and detractors. Understand what to improve in order to lift your customers towards promoter sentiment.
Pre-selected icons	See the reason behind your satisfaction score. See the strengths and development points easily for individual agents.
Process vs. service	Is the issue more about our internal processes or service provided by agents? Learn what to improve when you improve.

Analyze the results wherever YOU want

For years has Customer Service managers and team leaders been forced to gather performance data from some place and the experience data from another.

Someone might really enjoy this, but we believe it's only a few of us. That's why we encourage you to bring the experience data to the same place where you analyze all the other information as well.

Nowadays we have many great tools for analysis such as BI tools like PowerBI, Tableau and Looker as well as the tools that Customer Service Systems provides, such as Zendesk Explore. Not only these tools are usually more versatile and sophisticated for analyzing purposes than the ones that survey tools has to offer, usually you already have some information there that you want to analyze alongside the experience data.

With that said you still have the option to bring the background information: ticket id, ticket group, agent id, agent group among others to Surveypal and do the analysis there. In the end of the day, it's your decision and personal opinion that which tool supports your needs the best way possible.

Identify root causes in the service process

You can identify problems effectively and systematically when you utilize feedback.

When tracking and analyzing feedback you can gain a more profound qualitative understanding of the root issues that cause customers to reach out for support. Combine these feedback insights with background information already in your system – such as customer segment or customer lifetime value to gain a real competitive advantage by exploring how customer raised issues relate to your business performance or your customer experience strategy.

Additionally, consider sharing feedback insight reports across different departments within the organization to increase organizational understanding on what to prioritize inn terms of future product or service development.

"

Did we resolve your issue at first contact?

Prioritize "First Contact Resolution" (FCR).

Many companies measure efficiency of their service process using metrics such as wait and/or handling time and first contact resolution - that often comes with contact center systems. You can get a whole new perspective on performance and efficiency when asking your customer "did we resolve your issue at first contact".

The answer to this question will let you know whether the customer really considers the issue resolved or will be contacting you again in the future with the same problem. Issues that are not solved during first contact may result to spillover. This in return can increase service cost by up to 50% and reduce customer loyalty by 10-30%.

To get the best results, do not focus solely on efficiency as this approach might negatively impact the customer experience when interacting with your customer care. Remember to measure both efficiency and quality to achieve the desired balance.

Quick tips

1. Analyze the data wherever you want
2. Enable role specific views

Act

Companies who react to feedback perform better.

They create less hassle and ensure that information finds its way to the right stakeholders. Real-time feedback information in the hands of the right people can win over a customer before it's too late.

It makes sense though to calculate if a particular customer segment is worth (cost vs value) reacting to and by whom (agent vs manager). Companies who react to positive feedback can also have an opportunity to recommend new services and solutions to the customer.

Proactively communicating feedback information to all customers can make a big difference, especially in critical situations, when most customers might have the same problem.

Coach individually

We all know that coaching is king. By tracking customer feedback, you can find out when new employees become profitable but, also, how newly acquired skills are making their way into customer interactions.

Organizations spend a lot of money to develop and train agents but often that doesn't necessarily translate into improved performance. Using feedback, you can ensure that your training programs are informed by agent behavior and address real needs.

Identifying who needs more coaching can save your time. Instead of giving general coaching sessions to all employees, you can give individual focus to particular problematic areas such as soft skill development or technical skill adoption. You can also use customer feedback to tailor your training material and templates.

According to Harvard Business Review, customer service agent personality types can differ. Feedback can help you better understand these personality types and tailor your coaching at an individual level. As a result, your agents will be more successful with performing their tasks and more satisfied with their role in your organization.

Leverage positive feedback in the organization

Too often, customer experience measurement is confined to benchmarking and development of processes and coaching agents. Positive feedback is left behind.

Great feedback models utilize positive feedback to the fullest. Positive feedback is used to show gratitude, boost moods and enforcewanted behavior.

If a customer gives an NPS score of 9-10, automated notification message is automatically sent to the customer service agent. A simple thank-you message for a-job-well-done can make a big difference to the employee. Involving the supervisor ensures the development of the work environment and culture. Becoming a best place to work can easily start from these steps for any company.

Leading with positive feedback effectively usually means that it is found in the team calendars weekly. Steady public showcasing of positive feedback and giving credit individual employees ends up beating yearly recognition ceremonies in efficacy. One great method is having the top-5 performers listed on the wall.

Communicating the results–beyond internal briefings

Real-time feedback data to the right people may be in order, but now the customers are unaware of all the positive things taking place in the company.

Informing customers publicly that you are working hard based on their feedback, creates rapport that is hard achieve in other ways. It also drives loyalty and results in more future feedback. In turn, itinspires further action by the company.

The digital marketplace allows abundant use of PR in a variety of ways. These can include blogs posts, tweets or adding results (such as NPS) to landing pages.

Communication of results should include also the customer case process itself. It goes a long way when the company does not forget to thank for the individual feedback, reacting to it immediately and honestly solving the problem.Keeping the client updated on the case progress can make another big positive impact.

How to boost your promoters to promote more

Customer care agent has just delivered excellent service to your end-customer and gets a raving review on a post-interaction customer feedback survey.

That one is in the bag, who's next in line? - Service agent exclaims with joy.

What happens next with the end-customer? We can only hope that they spread the word of their great service experience to friends and family.

What if we made the most out of it and continued our interaction just a little bit more.

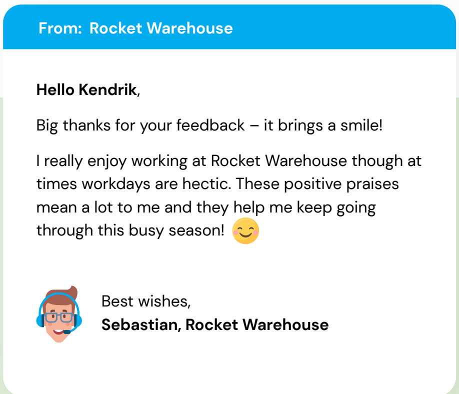
In busy contact-center environments, efficiency is key. Prolonging post-interactions is not viable - especially for successful cases.

However, saving an end-customer's day might be a big deal and if they take their time to give great feedback – why not boost that promoter relationship. Showing customers that companies listen and take positive action based on their feedback can build even more loyalty.

We call this concept the Promoter Booster – and on the next page we will show you how it works.

1. End customer gives positive rating (NPS score of 9 or 10) and writes down some open feedback.
2. Agent automatically receives the customer feedback and sends his/her ready-made reply to the customer with a press of a button on the ticket.
3. Customer is delighted that his/her feedback has been seen and has made a positive impact in the company.
4. Customer openly tells the story about the excellent service that they received and the new personal empathetic connection they build with the company.

Before you start the promoter booster process, ask your frontline agents to write a message template that they can send to customers who give them great feedback.



The fixed message can be modified when needed, but the deal is with sending it easily – with the press of a button.

The message is personalized with customer name and humanized with agent information

The more individualized and personalized customer care your give including promoter booster messaging, the better. Please use and customize an example message below to make the life of your frontline agent easier:

> Hello Madonna,
>
> Thanks for your feedback with your kind words. I'm so happy to hear that I was able to help you. I appreciate you took the time to write in.
>
> If ever you are having concerns in the future, please don't hesitate to write us back. We're more than happy to assist you.
>
> Thanks for contacting Rocket Warehouse Support and making my day! Have a Great Day!
>
> Stay happy and fly high!
>
> Kind Regards,
> Sebastian

Promoter Booster works many ways. The added positive interaction creates great experiences for both the end-customer and the frontline agent. This means better customer and agent relationships that impact your bottom line. Less customer churn and employee turnover, and more customer promotion and loyalty.

Checklist for feedback rocket scientists

Measure

- ✓ Prioritize the channels – the most important one first!
- ✓ Design an inspiring survey message – A/B test if possible or needed
- ✓ Design an inspiring survey – goals, questions, flow
- ✓ Design beautiful, branded survey visuals
- ✓ Create the needed language versions
- ✓ Decide the send-out rules and triggers – when to send out a survey and when not?

Analyze

- ✓ Determine who needs to have access to results
- ✓ Build possible BI dashboards and views
- ✓ Decide who should be notified and on what feedback? Create Surveypal Automations

Act

- ✓ Agree on feedback management systematics and meeting cycles
- ✓ Determine how you act on individual feedback
- ✓ Create ideas on how to benefit from positive feedback
- ✓ Follow how you are succeeding in relation to your goals. Update goals if necessary
- ✓ Communicate the personnel BEFORE beginning/changing the measurement
- ✓ If necessary, test with smaller scale before a big roll out
- ✓ Create systematics to re-evaluate your CX measurement (e.g., quarterly, half-yearly)

Our customer happiness experts got you covered.

Book a free consultation to learn how to make feedback work for your customer support team!

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